

Approved For Release 2002/11/15 : CIA-RDP84-00780R000500080021-8

TRANSMITTAL SLIP		DATE
TO: Executive Director		Executive Registry
ROOM-NO. 7D59	BUILDING HQ	62-7205
REMARKS: Kirk: A few days ago you mentioned that you were thinking of having <input type="text"/> look into the possibility of combining Agency graphics facilities within the headquarters building. Attached hereto is the file which I mentioned. Please return it to me when it has served its purpose. While this is three years old, it should be very helpful in getting started if you do want Austin to pursue the matter. <input type="text"/> LKW		
FROM: Deputy Director (Support)		
ROOM NO. 7D26	BUILDING HQ	<input type="text"/>

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FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

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DD/S 59 2095

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10 APR 1959

MEMORANDUM FOR: Acting Deputy Director (Support)

SUBJECT : Agency Graphic Facilities Within the Departmental Headquarters

This memorandum contains recommendations submitted for your approval. Such recommendations are contained in Paragraph 4.

1. THE PROBLEM

- a. To determine Agency assets within the Departmental Headquarters in the Graphics--Visual Aids Field by organizational component, physical location, T/O or staffing complement, and on duty strength.
- b. To ascertain the average workload of those components in terms of type of activities conducted and for whom services are performed.
- c. Determine what economies in personnel and/or space can be obtained currently and for the new building.

2. FACTS

- a. Within the Departmental Headquarters there are currently eleven (11) Graphics facilities plus one (1) Illustrator assigned to full time to the National Indications Center at the Pentagon building. The T/O or staffing complement for these facilities provides for ☐ positions compared with current on duty strength of ☐ employees. (See Tab A)
- b. Office of Special Support Assistant, DD/S, Visual Aids Unit (Item 1, Tab A)

The Visual Aids Unit has on duty ☐ employees within responsibility for the graphics support of Clandestine Services components which include the maintenance of an operation room,

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RETURN TO RECORDS CENTER
IMMEDIATELY AFTER USE

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preparation of large scale presentations, special materials for exhibit and/or training purposes, and graphic materials for inclusion in brochures and publications. The following data represent a percentage breakdown of customers based on 4 month average for 1958:

	<u>Percentage</u>
DD/P	29.2
DD/S:	
Security	7.9
Commo	6.7
SSA	4.2
Personnel	3.8
Management	3.6
Commercial	2.6
Medical	1.2
Audit	.4
Logistics	.2
DCI	7.2
Support Guidance, Research,	<u>33.0</u>
Administration and Leave	100.0

c. Office of Training/Support Staff, Visual Aids Section (Item 2, Tab A)

The Visual Aids Section has on duty employees and performs exclusively for OTR in the preparation of graphics materials in support of Agency courses. The materials prepared are to a large extent similar in technique to those prepared by SSA/Visual Aids but with the availability of a mechanically equipped woodworking shop increased emphasis is placed on dioramas, montages, three dimensional and exhibit materials. A close liaison is maintained between the instructors and the personnel of this Section to ascertain the need for and effectiveness of presentation materials accompanying instructional courses.

25X9

d. Office of Logistics/Admin Staff, Support Branch (Item 3, Tab A)

The Support Branch has on duty employees with responsibility for the graphic support for the Office of Logistics. The materials prepared are for use in instructional courses and for the greater part the same type of graphics produced in b and c above. Increased emphasis in this branch is placed on the preparation of animated material, view-graph and slide materials made possible by the expansion of physical facilities. In addition the Support Branch has the facilities

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of silk-screen process equipment which is used predominately in the preparation of [] posters and various Agency advertising media. It is estimated that approximately 15% to 20% of the workload of this Unit is overt in nature and could be accomplished outside the Agency. The following data represent a percentage breakdown of customers based on average workload distribution for 1958:

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	<u>Percentage</u>
Office of Logistics	75.5%
Management	6.5
Personnel	4.0
Comptroller	9.7
Security	.7
DD/S	1.1
DD/P	.3
OTR	.5
DCI	1.7
	<u>100.0%</u>

e. Office of Personnel/Records and Services Division, Statistical Reporting Branch (Item 4, Tab A)

The Statistical Reporting Branch has on duty one (1) Illustrator producing visual materials confined to organizational and statistical charts reflecting personnel data. The employee is also responsible for the preparation of the monthly personnel report prepared in graphic form for the DD/S. This project together with display charts reflecting personnel data comprises the entire activity of this Graphics Unit. Work accomplished is exclusively for the Office of Personnel for use in briefings or discussions where graphic aids are required. Fluctuations in workload cause some slack time which is estimated at approximately 10-15%.

f. Office of Basic Intelligence/Publications Division (Item 5, Tab A)

[] graphics personnel on duty in the Publications Division are used exclusively in the preparation of graphics materials for inclusion in the National Intelligence Surveys. Graphics assistance is rendered to contributing chapter members where such facilities are not available. Reviews and corrections when necessary are made to graphics submitted by contributing members in order to comply with predetermined standards for NIS publications. No other graphics functions are being accomplished within the Publications Division.

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~~SECRET~~g. Office of Current Intelligence/Production Staff, Graphics Division (Item 6, Tab A)

The Graphics Division in OCI with [] employees on duty is the result of consolidation of graphics personnel within the DD/I Area. This Division is responsible for the preparation of large scale visual materials and graphics for inclusion within current publications. The deadlines imposed on the Graphics Division are extremely stringent and require round-the-clock staffing. The predominant workload is for the DCI (including NSC), to fulfill requests of Presidential Assistants and for OCI publications. The following is a percentage workload distribution based on average month:

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	<u>Percentage</u>
DCI (including NSC)	20.0%
Presidential Assistants Request	15.0
OCI	35.0
OSI	10.0
ORR	5.0
Other DD/I	10.0
Other Agency	5.0
	<u>100.0%</u>

h. ORR/Cartographic Division, Chart and Graph Section (Item 7, Tab A)

This Section with [] employees on duty is primarily responsible for the preparation of fine line drafting and cartograms which are included within the Economic Research Area publications. This Section produces no visual materials for exhibit nor does it prepare any materials for use in instructional courses. The personnel assigned to this Section are trained cartographers and the applications of cartographic techniques are reflected in the finite details of the graphics included in ORR publications.

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i. Photographic Intelligence Center/Technical Services Division, Graphics Analysis Branch (Item 8, Tab A)

The Graphic Analysis Branch has [] employees on duty with responsibility for the preparation of highly sensitive materials (Predominantly cartographic) in support of the mission of the PIC.

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j. National Indications Center (Item 9, Tab A)

The one illustrator assigned from the Agency is responsible for preparation of graphics for the National Indications Center which

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include intelligence and operational materials for use by the Watch Committee.

k. DD/P, PP Staff, Art Branch (Item 10, Tab A)

25X1 This component with [] employees on duty is engaged exclusively in graphics activities in support of psychological warfare operations of the Clandestine Services. The individuals assigned to the Art Branch are responsible for direct liaison with PP Case Officers to determine the most effective media to be utilized in the accomplishment of the operation, together with the execution of the graphics themselves. No other types of graphic materials are being prepared and where the workload goes beyond this restricted sphere requesters are referred to the SSA Visual Aids Unit.

l. Technical Services Staff/Plans and Training Group. (Item 11, Tab A)

One individual is currently assigned to the Plans and Training Group and is working exclusively for TSS in the preparation of normal types of graphic/visual materials for use in instructional courses covering TSS type activities. The materials produced are similar in type to those prepared by b, c, d and e above.

m. Technical Services Staff/Graphic Arts, Art Branch (Item 12, Tab A)

25X1 The Graphic Arts Branch with [] employees on duty is engaged in the highly technical and specialized field of document reproduction and do not produce graphic/visual materials of any other nature. These personnel are devoting their time exclusively to the preparation of materials in support of the operations of Clandestine Services.

3. DISCUSSION

The paragraphs on Discussion and Recommendations will be divided into two parts in order to provide for the currently dispersed physical locations of Agency components and to cover aspects of the new building scheduled for occupancy in 1961.

a. Current Locations

- (1) Of the 12 Graphics functions within the Departmental Headquarters of the Agency the four (4) Units within the DD/S Area (Items 1, 2, 3, and 4, Tab A) and the TSS/Plans and Training Group facility (Item 11 Tab A) are engaged in activities of a similar nature. They are staffed with Graphics personnel with varying skills and capabilities and are performing similar functions for the respective organizations to which they are assigned.

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- (2) While a detailed analysis of workload and manpower utilization was not conducted at each of the Graphics facilities, a preliminary examination reflected that each of the units appeared to have sufficient workload to justify the on-duty strength.
- (3) Standards for Agency Graphics were not in evidence (with the exception of NIS publications) and no interchangeability of personnel exists between these units for the adjustment of workloads. The type of work performed by these components depends to a large extent on the capabilities of the personnel on duty.
- (4) Legitimate requestors having no Graphics facilities attached to their organization contact one or all of these units for assistance and generally have to be satisfied with a second best position on the priority list.
- (5) Duplication exists in the preparation of supply requisitions for expendable materials and each unit is equipped with the more costly items of graphics materials (air brush, instruments etc.). Much of the non-expendable equipment is not in constant use but has been procured by each installation for use when and as needed.
- (6) Due to the sensitivity and the nature of activities performed, the following graphic units are recognized to be directly related to their respective parent organization:

PIC/Graphic Analysis Branch	(Item 8 Tab A)
National Indications Center	(Item 9 Tab A)
PP Staff/Art Branch	(Item 10 Tab A)
TSS/Graphic Arts, Art Branch	(Item 12 Tab A)

- (7) Dispersed units of graphics personnel do not provide opportunities for employees to acquire additional training and experience that could be possible through a consolidation of talents, better utilization of on-duty strength and proper professional supervision.
- (8) Not-with-standing the problems of individual organizational priorities, physical disbursement of locations and the exercising of command functions; the above facts indicate intangible assets to be gained from the consolidation of graphic units within the DD/S (as indicated in paragraph (1) above) in order to provide a more efficient, effective graphics facility.

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b. New Building

- (1) The proposed plan for the new building provides for seven (7) locations for Graphics/Visual Aids personnel:

No. Unit	Organization Components	Floor Location	Sq. Ft.	No. Pers.
2 1	OTR/Instructional Service Branch	Ground		
2	ORR/Carto. Chart & Graphic Section	Ground		
3	OBI/Publications Division	Second		
4	ORR Special Support Branch (Cartography)	Third		
5	SSA, DD/S Visual Aids Unit	Third		
6	DD/P, PP Staff, Art Branch	Third		
7	OCI/Production Staff Graphics Division	Seventh		

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The seven (7) locations provided above include a sub-installation of ORR/Cartographic Division (unit number 4) which could be combined with the main Cartographic Division (not included above) to reduce the total number to six (6).

The building plans do not include any special provisions for OP/Records and Services Division, Stat. Rep. Br. graphics beyond working area for one employee and therefore not included above.

These adjustments bring the total of graphics/visual aids units back to seven (7) locations within the new building.

OTR will create a sub-installation of graphics to support those OTR components within the new building increasing the total number listed on Tab A to thirteen (13).

In summary, of the thirteen (13) graphics facilities seven (7) (6 listed on Tab A plus OTR in part) will be in the new building and six (6) (5 listed on Tab A plus OTR in another part) will be located elsewhere.

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4. RECOMMENDATIONS

a. Current Location

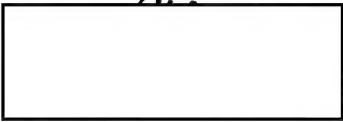
It is recommended that:

- (1) The Graphic Units designated as Items 1, 2, 3, 4 and 11 on Tab A be consolidated into one graphics function under the SSA/DDS, to provide essential graphics service to the DD/P and DD/S Areas and the SSA/DDS- (a) appoint a single supervisor and (b) specifically approve requests for graphics work involving substantial costs.
- (2) The Office of Logistics provide essential space for the operation of this consolidated graphics facility in an area centrally located to serve the components covered in (1) above.

b. New Building

It is recommended that:

- (1) The current plans for seven (7) graphics facilities within the new building be revised to provide for one central facility under the DD/S.
- (2) That prior to centralization of graphics facilities in the new building that another installation under OTR be established to provide graphics support to those Agency components located elsewhere.


Chief, Management Staff

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Attachment: Tab A

The recommendations in paragraph 4 are approved:

Date: _____

H. GATES LLOYD
Acting Deputy Director (Support)

Distribution:

Orig & 1 - D/Pers. & 1 attach.

1 - D/TR & 1 attach.

1 - D/Log. & 1 attach.

1 - Compt. & 1 attach.

1 - SSA/DDS & 1 attach.

1 - Ch/TSS & 1 attach.

3 - DD/S & 1 attach.

1 - Mgt/S Comeback

1 - Mgt/S File & 1 attach.

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TRANSMITTAL SLIP		DATE
to: Director of Personnel		
ROOM NO. 2611	BUILDING Curie	
REMARKS:		
FROM: Chief, Management Staff		
ROOM NO.	BUILDING	SECTION

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Next 1 Page(s) In Document Exempt

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TRANSMITTAL SLIP		DATE 17 March 1969
TO: Colonel White		
ROOM NO.	BUILDING	
REMARKS: Attached is the staff study on consolidating Graphics facilities which you requested. <div style="border: 1px solid black; width: 100px; height: 15px; display: inline-block;"></div> told me that he was not too concerned about placement for personnel of the various Graphics units except for the workshops. Therefore, it would appear that if we could have joint use of one shop his problem would be resolved. <div style="text-align: right;"> CEB</div>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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*File this without
action. I may
want to consider it
later, but not
now.*



9/17/59

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TRANSMITTAL SLIP		DATE
TO: <i>Col. White</i>		
ROOM NO.	BUILDING	
REMARKS: <i>attached is draft of proposed reply to mgt staff re Consolidation of graphics facilities</i>		
FROM: <i>CEB</i>		
ROOM NO.	BUILDING	EXTENSION

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DRAFT

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MEMORANDUM FOR: Chief, Management Staff

SUBJECT : Agency Graphic Facilities Within the Departmental Headquarters

REFERENCE : Staff Study dtd 10 Apr 59 to A-DD/S fr C/Mgt Staff, subj: Same as above.

1. I am returning subject study without action.
2. While this study sets forth certain advantages to be gained by consolidating these facilities, I believe that in the absence of any evidence of a savings in personnel there are some obvious disadvantages that outweigh the advantages.
3. The real problem which would plague us would be the matter of establishing priorities. From a practical standpoint it would be impossible to establish any standards or criteria on which to judge whose work came first. Under the existing system this is no problem. Another problem which concerns me is the matter of security. While your study recognizes this problem I seriously doubt that we would be able to maintain the necessary compartmentation without impairing the working efficiency of the consolidated group. There is still another factor which has a bearing on efficiency. Under present conditions these units are thoroughly familiar with their customers and are "tuned in" to their different requirements, presentation techniques, security considerations, etc. To put all of these units together under the supervision of one individual would not only tend to weaken their effectiveness

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but would also run the risk of creating disharmony which could lead to serious personnel problems.

4. There is one aspect to this idea to which I do believe we might give further consideration and that concerns some system of over-all coordination of the workload of the various units. If we could devise some way of shifting work from one unit to another in order to keep the workloads balanced, we might realize greater efficiency. However, this may not be feasible either since I have been told that these units are fully occupied and generally speaking have a continuous back log.

L. K. White
Deputy Director
(Support)

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bjf (5 Aug 59)

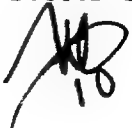
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TRANSMITTAL SLIP		DATE
TO: <i>Mr. Lloyd</i>		<i>5/6/73</i>
ROOM NO.	BUILDING	
REMARKS: <i>We might very well create more problems than we solve by these proposed consolidations. Would like to discuss with you.</i>		
FROM: <i>JEB</i>		
ROOM NO.	BUILDING	EXTENSION

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	INITIALS	DATE
1	Acting Deputy Director		
2	(Support)		
3			
4			
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6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
Remarks:			
Gates:			
L.K.W. continues to have a real interest in this problem.			
Re 4a (1) hadn't we better set an example?			
			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Ch/Met/S-1724 Otrs I			10 APR 1959

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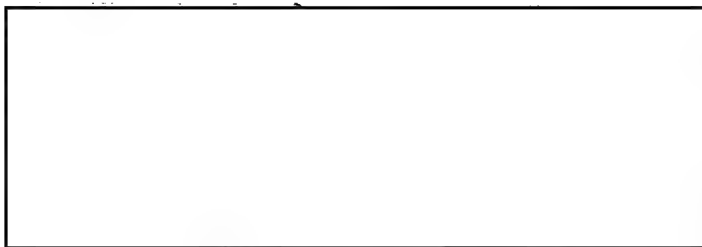
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Charge Card

IDS 59-2095 - Memo for A-ED/8 fr C/Mgt Staff, dtd 10 Apr 59, "Agency Graphic Facilities Within the Departmental Headquarters." (2x Original)

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10TR 2036 R+S

Bldg 12/7/59

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90/559-2095

10 APR 1959

MEMORANDUM FOR: Acting Deputy Director (Support)

SUBJECT: Agency Graphic Facilities Within the Departmental Headquarters

This memorandum contains recommendations submitted for your approval. Such recommendations are contained in Paragraph 4.

I. THE PROBLEM

- a. To determine Agency assets within the Departmental Headquarters in the Graphics--Visual Aids Field by organizational component, physical location, T/O or staffing complement, and on duty strength.
- b. To ascertain the average workload of these components in terms of type of activities conducted and for whom services are performed.
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- (4) Legitimate requestors having no Graphics facilities attached to their organization contact one or all of these units for assistance and generally have to be satisfied with a second best position on the priority list.
- (5) Duplication exists in the preparation of supply requisitions for expendable materials and each unit is equipped with the more costly items of graphics materials (air brush, instruments etc.). Much of the non-expendable equipment is not in constant use but has been procured by each installation for use when and as needed.
- (6) Due to the sensitivity and the nature of activities performed, the following graphic units are recognized to be directly related to their respective parent organization:

FIC/Graphic Analysis Branch	(Item 8 Tab A)
National Indications Center	(Item 9 Tab A)
FP Staff/Art Branch	(Item 10 Tab A)
TSS/Graphic Arts, Art Branch	(Item 12 Tab A)

- (7) Disbursed units of graphics personnel do not provide opportunities for employees to acquire additional training and experience that could be possible through a consolidation of talents, better utilization of on-duty strength and proper professional supervision.
- (8) Not-with-standing the problems of individual organizational priorities, physical disbursement of locations and the exercising of command functions; the above facts indicate intangible assets to be gained from the consolidation of graphic units within the DD/S (as indicated in paragraph (1) above) in order to provide a more efficient, effective graphics facility.


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B. New Buildings

- (1) The proposed plan for the new building provides for seven (7) locations for Graphics/Visual Aids personnel:

<u>No.</u> <u>Unit</u>	<u>Organization</u> <u>Comments</u>	<u>Floor</u> <u>Location</u>	<u>No.</u> <u>Per.</u>
1	OSI/Instructions Service Branch	Ground	
2	OSI/Carto. Chart & Graphic Section	Ground	
3	OSI/Publications Division	Second	
4	OSI Special Support Branch (Cartography)	Third	
5	NSA, OS/S Visual Aids Unit	Third	
6	IS/P, PP Staff, Art Branch	Third	
7	OSI/Production Staff Graphics Division	Seventh	

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The seven (7) locations provided above include a sub-installation of OSI/Cartographic Division (unit number 4) which could be combined with the main Cartographic Division (not included above) to reduce the total number to six (6).

The building plans do not include any special provisions for OS/Records and Services Division, Stat. Rep. Br. graphics beyond working area for one employee and therefore not included above.

These adjustments bring the total of graphics/visual aids units back to seven (7) locations within the new building.

OSI will create a sub-installation of graphics to support these OS components within the new building increasing the total number listed on Tab A to thirteen (13).

In summary, of the thirteen (13) graphics facilities seven (7) (6 listed on Tab A plus OSI in part) will be in the new building and six (6) (5 listed on Tab A plus OS in another part) will be located elsewhere.

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4. RECOMMENDATION

a. Current Location

It is recommended that:

- (1) The Graphic Units designated on Plans 1, 2, 3, 4 and 11 on Tab A be consolidated into one graphics function under the NSA/DDS, to provide essential graphics service to the DD/P and DD/S Areas and the NSA/DDS-- (a) appoint a single supervisor and (b) specifically approve requests for graphics work involving substantial costs.
- (2) The Office of Logistics provide essential space for the operation of this consolidated graphics facility in an area centrally located to serve the components covered in (1) above.

b. New Building

It is recommended that:

- (1) The current plans for seven (7) graphics facilities within the new building be revised to provide for one central facility under the DD/P.
- (2) That prior to centralization of graphics facilities in the new building that another installation under ODS be established to provide graphics support to those Agency components located elsewhere.

Signed


Chief, Management Staff

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Attachment: Tab A

The recommendations in paragraph 4 are approved:

Date: _____

H. GREGG LLOYD
Acting Deputy Director (Support)

Distribution:

Orig & 1 - D/Pers. & 1 attach.
1 - D/PA & 1 attach.
1 - D/Log. & 1 attach.
1 - Compt. & 1 attach.

1 - ODS/DDS & 1 attach.
3 - DD/S & 1 attach.
1 - Mgt/S Combsack
1 - Mgt/S File & 1 attach.
1 - Mgt/S Chrono

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